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# A Force Management Update



A Quarterly Newsletter of the Army Force Management School

November 2010

## TAA UPDATE

Fact: TAA is evolving.

Fact: AR71-11 is out of date. A draft was developed and forwarded for HQDA review. New senior leader guidance places that effort on hold.

Fact: Army senior leadership has directed a review and potential modification to the existing TAA process.

Fact: TAA 12-17 was completed using the existing TAA process.

Fact: FMR 13-17 is “morphing” the existing TAA process with updated senior leadership guidance.

Fact: The existing TAA process is doctrinally based and resource informed.

Fact: Potential options for FMR 13-17 and beyond may include an ARFORGEN informed and resource constrained force with the goal of providing the best capability within the existing Total Strength of the Army.

Fact: The Rules of Allocation (ROA) are being reviewed based on senior leader guidance.

## **Army Force Management Model UPDATE**

- Army force Management Model has been updated. Current date 18 September 2010.
- The current diagram can be found on this site under placemats.
- Update reflects changes at OSd for Guidance. Defense Planning and Programming Guidance (DPPG) replaces the Guidance for Development of the Force (GDF) and the Joint Programming Guidance (JPG). Additionally, OSD directed that the Program Objective Memorandum (POM) submission include only 5 years versus 6 years, and that the budget submission will be for only one (1) year vice the previous 2 year budget submission.
- Update reflects the changes in the Capabilities Integration and Development System.
- The model reflects changes in documents published.
- The model reflects current terms for the analysis processes.

## **TAA Primer Update**

The TAA Primer 2009 is out of date. Graphics have changed. Terminology has changed. Guidance has changed. To meet the short term needs of staff officers, action officers, and students, a “shorter” primer has been developed to reflect the “known” changes.

TAA is an evolving process. The ARSTAF is working the senior leader guidance, developing courses of action, preparing decision briefs and coordinating changes with all appropriate agencies.

**INSTRUCTIONAL MATERIALS.** The Army Force Management School has established a link through AKO for making current presentations available to the former, current or future students; ARSTAF personnel and ACOM, ASCC, DRU and FOA staff personnel.

The AFMS instructor group is conducting a course review during the middle of November 2010. One of the items on the agenda is to establish a policy and format for placing our presentations of site.

## **Command Sergeant Major Force Management Course (CSMC)**

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The Command Sergeant Major Force Management Course is designed to familiarize nominative Command Sergeants Major and selected Sergeants Major with the how to and why of determining force requirements and alternative means of resourcing soldier training requirements in order to accomplish Army functions and missions within their units and Army Command (ACOM) management positions within the Army.

This course provides a systemic overview of "How the Army Runs". Students will learn the constitutional, statutory and regulatory basis for the force projection Army and the capabilities that must be sustained through management of doctrinal, organizational, and materiel change. They will become familiar with Army organizational roles, function and missions, especially at the Army Command (ACOM) and Army Secretariat/Staff levels. They will also be introduced to the established force management processes; from the determination of force requirements through to the resourcing of those requirements in order to accomplish Army functions and missions.

Instruction is accomplished by using lecture, conferences and student appraisals. A diagnostic written examination is administered on the first day to assess the students' knowledge of force management processes. The one-week course can accommodate up to 60 personnel and is offered 3 times a year. Course attendance is determined through the Sergeant Major assignment branch at Human Resources Command. Scheduling is accomplished through the Army Training Requirements and Resources System (ATRRS).

### **Syllabus**

Welcome/Introduction	Operational Needs Statements/Joint Urgent Operational Needs Statements
Why Force Management	Equipping the Force
Force Development Overview	Military and Civilian Manpower
Roles, Functions and Missions	Organizational Design
Reserve Components	Manning the Force
Quadrennial Defense Review	Total Army Analysis (TAA)
Army Vision	SAMAS/TAADS/SACS
ARFORGEN	PPBS
Modular Force	Resourcing Soldier Training Requirements
Future Force	Human Dimension of Transformation
Capabilities and Materiel Development Overview	Preamble to the Foxhole

Richard Ledbetter

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## **General Officer/Senior Executive Service (GO/SES) Course Facts**

The GO/SES course, conducted by the Army Force Management School (AFMS), Fort Belvoir, Virginia, is a 5 day course designed to familiarize senior military and civilian personnel with the "How to and Why" of determining force requirements and alternative means of resourcing requirements in order to accomplish Army functions and missions as related to their executive-level management positions within the joint/combined arena.

The GO/SES Course provides a systemic overview of "How the Army Runs" at the GO/SES level. Students will learn the constitutional, statutory and regulatory basis for the force projection Army and the capabilities that must be sustained through management of doctrinal, organizational, and materiel change. The students will become fa-

miliar with Army organizational roles, function and missions, especially at the major Army Commands and Army Secretariat/Staff levels. Students will be exposed to established force management processes, from the determination of force requirements through to the resourcing of requirements and the assessment of their utilization in order to accomplish Army functions and missions in a joint/combined environment.

The Chief of Staff, Army (CSA) and the Director of the Army Staff (DAS), are personally involved in providing GO/SES Course students with the major issues/concerns that face our Army today. Senior –level guest speakers are brought in to provide the students with the most current information in the fields of Institutional Adaptation; the Quadrennial Defense review (QDR); the Army Campaign Plan (ACP); the Army and Congress; Army Capabilities Integration Center (ARCIC) efforts underlying the development of Brigade Combat Team (BCT) modernization and emerging future force designs and capabilities; Deputy Chief of Staff, G-8, Director, Program, Analysis & Evaluation (PA&E) summary for Resourcing an Army at war; the current state of Force Management provided by the Deputy Chief of Staff, G-3/5/7, Director, Force Management; Installation Management Command (IMCOM) and Army Reserve updates. Other courses provided to these senior leaders include the following: Why Force Management; Title 10 and HQDA organizations, Roles, Functions, and Missions; ARFORGEN; Strategic Planning; Organization Design and Development; Total Army Analysis; Reserve Components; Planning, Programming, Budgeting, and Execution (PPBE); Joint Capabilities Integration and Development System (JCIDS) and Materiel Development; Human Dimension of Transformation; and the Preamble to the Foxhole – a historical summarization of all the weeks lessons. And, this is the only course within the Army that provides the course content stated above.

The faculty/staff at AFMS prides itself in staying current, and have become a “fountain of Knowledge” for GO/SES course students to “reachback” to the school for assistance once they have departed. In addition, students are provided with a course DVD, which includes numerous Primers, references, useful websites and course materials needed to assist them as they maneuver through the force management arena.

Instruction is accomplished by using lecture presentations and after action reviews. A diagnostic examination is administered on the first day of instruction to evaluate and assess the students’ knowledge of force management processes. The primary target audience consists of Army active duty, Reserve, National Guard, and on occasion, Air Guard officers designated for force management positions; and mandatory attendance for newly appointed Senior Executive Service/Highly Qualified Experts.

The GO/SES Course can accommodate up to 60 personnel and is currently offered four times per year. Course attendance is determined by the Chief of Staff, Army (CSA) through the General Officer Management Office (GOMO) and the Senior Executive Service (SES) Office.

If you have any questions about the course in general, please feel free to contact the Course Director, Dr. Gregory Hamlett at 703-805-2122 or [Gregory.hamlett@us.army.mil](mailto:Gregory.hamlett@us.army.mil). If you have an inquiry concerning registration procedures, you can contact the AFMS Registrar, Mr. Dick Pahland at 703-805-4904 or [dick.pahland@us.army.mil](mailto:dick.pahland@us.army.mil).

*Gregory Hamlett*

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### **AR 71-32 Revision Status**

A miracle is occurring! After 12 years or so of dithering, the revision of AR 71-32, Force Development and Documentation – Consolidated Policies is happening! The plan is for a four phased operation, building on the work already done: (1) Produce an informal G-37 FM internal draft; (2) Staff G-37 FM draft with G-8 FD; (3) Formal Worldwide (ARSTAF, Com-

mands, etc.) staffing; and finally (4) Administrative processing. As this is being written, we are about to finish the first phase. Hopefully, the regulation will be published sometime early next year. Since the 1997 edition, there have been numerous changes to Force Development. Some of the major ones currently being worked are:

- Incorporation of the Memorandum of Agreement between G-8 FD and G-37 FM
- Integration of the Table of Organization and Equipment process with the Force Design Update process
- Basis Of Issue Plan processing
- Table of Distribution and Allowance/Augmentation Table of Distribution and Allowance policy changes
- Adds Multiple Component Unit policy
- Command Plan policy changes
- Concept Plan policy changes
- Adds Out Of Cycle authorization document policy
- Adds use of 4610-R tool on FMSWeb and Equipment Review and Validation Board policy, including use of Cost Based Analysis
- Adds use of many other features of FMSWeb
- Adds use of Letter Of Authority for additional equipment in units
- Accounts for reduction of Authorized Levels of Organization to ALO 1, B, and C
- Deletes the term "CENDOC" (centralized documentation)
- Title change to "Force Development"

There are other numerous administrative changes as well, but the ball is finally rolling on AR71-32. The next step is the creation, staffing, and publication of DA PAM 71-32 which will contain the procedures to augment the policies in the AR.

*Dave Retherford*

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## **PPBE REFRESHER TRAINING SPOT QUIZ!**

(Answers are on the last page)

1. This document delineates the political, social, economic, and military actions the Nation intends to employ to secure its citizens, its territorial integrity, and its status in the international community of nations. It is the strategy that drives the PPBE process.
2. This CJCS document addresses POM sufficiency in terms of how well the programs are aligned with Defense Strategy and guidance and how well the programs support the Combatant Commanders in the accomplishment of their assigned missions.
3. This document officially records and transmits SecDef and DepSecDef decisions resulting from the examination of programs and budgets developed and submitted by DOD components.
4. This Army accounting tool is the basic building block for recording the allocation of resources in the programming phase during the development of the Program Objective Memorandum (POM)?

5. These six Army resource management organizations are aligned with the Title 10 USC responsibilities of the Secretary of the Army.
6. This Army PPBE program phase manager is responsible for programming and building the POM.
7. As a programming responsibility, this Army DCS integrates requirements and prioritizes competing programs.
8. This document provides the authority to establish or continue a federal program or agency and sets forth guidelines to which it must adhere.
9. This document provides the authority to obligate the United States Government to pay a bill and is referred to as budget authority.
10. This automated tool replaced PPBE Tools and is a business intelligence tool for the analysis and reporting of execution, funding, requirements, and manpower information.

*John Walsh*

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## **FAT TO FIGHT**

**“Injuries climb with more Army recruits unfit for duty”  
“75 Percent of Young Americans Are Unfit for Military Duty”  
“Too fat to fight? Military Recruits and obesity”  
“Too Fat to Fight: Obesity Costs the Military a Bundle”**

During a recent Command Sergeants Major class, I was surprised to hear that one of their biggest concerns is the lack of physical fitness of new soldiers. Afterwards I did a little “Google Research” and the above titles were representative of numerous articles and opinion pieces proffered by journalists to retired generals through physicians. So what’s going on here?

Without getting into the policy business, what does all of this mean for manning the Enlisted force? One estimate is that the Army annually discharges over 1200 first term enlistees before their ETS because of weight related issues. At a recruiting and training cost of some \$60K -\$70K per enlistee, that’s \$80M that could be used elsewhere. First term attrition, though relatively constant for some time, is a significant cost to the Army in terms of dollars, time and personnel resources. Any reduction would be an improvement.

Should the Army lower its standards? Hypothetically, if it doesn’t then the “qualified” pool of young Americans with an interest in serving may become too small to meet the Army’s needs. More opportunities chasing fewer applicants can’t help but cause recruiting costs and efforts to increase. Could a Fitness Cash Bonus be in the future? How would a recruiting ad make that offer? Can you run two miles – your Army recruiter has a bonus for you!

What about the skinny recruits who can’t do a pushup? They’re not fat just never left the computer screen or the family room couch. How long will it take a teenager who can’t run a block to work up to two miles? Doing pushups isn’t that hard but it does require repetitive practice and time. Can we afford to add time to Initial Military Training (IMT)? Remember,

increasing IMT without additional training structure and infrastructure may result in decline in output – less recruits through the pipeline.

Over the last few years I have heard several discussions addressing the lengthening IMT. Initial discussions focused on improving battlefield skills during the Basic Training but fitness has a direct impact on battlefield skills. Remedial PT has been around forever, but what about acceptance that today's recruits need much more fitness training than their fathers/mothers and older brothers/sisters? Should the Army decide to modify IMT to better physically train new recruits, Boot Camp (three weeks of PT and nutritious meals as advocated by the CG, USAREC) followed by Basic and Advanced training? Are there facilities and instructor personnel available, and at what cost? What will the impact be on the training base? TTHS account?

It would appear the Army has two related but distinct challenges. What to do now and what to do in the future. For the present, the recruit pool is what it is and the Army will likely have to adapt its incentive programs and training programs to continue to produce great soldiers with the raw materials available. For the future the solution, if there is a solution, becomes far more complex. Mission: Readiness is a non-profit group of retired senior military leaders that advocates new nutrition standards for the nation's schools which may be part of the long term solution. But where or what is the correct place for the Army, as an institution, to enable improvements for the future and is it the Army's job? Soldiers, as parents, have for decades provided support and encouragement for family members to participate in youth sports – can the Army take that skill and export it into local communities? Might there come a time when the Army's METL, includes encouraging and enabling fitness of young men and women, potential soldiers, to enable the Army to carry out its primary mission?

Ignoring the problem and in the box thinking got us to where we are. Obesity in young people didn't happen overnight and the warning signs have been there for years. Perhaps some out of the box thinking and paradigm shattering are in order. The Army recruits enough new soldiers every year to replace the Marine Corps – simply waiting to see what the harvest brings in may no longer a viable option.

*Thomas Washburn*

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#### **PPBE SPOT QUIZ ANSWERS:**

1. National Security Strategy
2. Chairman's Program Assessment
3. Resource Management Decision
4. Management Decision Package
5. Program Evaluation Groups
6. Director, Program Analysis and Evaluation
7. DCS G3/5/7
8. Authorization Bill
9. Appropriation Bill
10. Army Enterprise PPBE Data Warehouse